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Contents

Agenda item 25: Operational activities for development

(a) Quadrennial comprehensive policy review of operational activities for development of the United Nations system

(b) South-South cooperation for development

Statement by the Deputy Secretary-General

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The meeting was called to order at 10 a.m.

Agenda item 25: Operational activities for development

(a) Quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/67/93-E/2012/79, A/67/320-E/2012/89, A/67/94-E/2012/80 and A/67/516)

(b) South-South cooperation (A/67/39 and A/67/208)

Statement by the Deputy Secretary-General

1. **Mr. Eliasson** (Deputy Secretary-General), introducing the reports of the Secretary-General on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/67/93-E/2012/79), on recommendations with respect to the review of operational activities for development of the United Nations system (A/67/320-E/2012/89), on analysis of funding of operational activities for development of the United Nations system for 2010 (A/67/94-E/2012/80), and on the 2011 update of the analysis of funding of operational activities for development of the United Nations system (A/67/516), said that the quadrennial comprehensive policy review was extremely important. It was a chance for the United Nations' system to make a difference in peoples' lives by adapting to new conditions and rising to new challenges.

2. The deadline for reaching the Millennium Development Goals was getting close, and no effort should be spared to ensure that in the three years and two and a half months before the end of 2015, the United Nations did everything it could to reach those life-saving Goals. Poverty eradication continued to be at the centre of development efforts. The Rio+20 Conference had sent a strong message on sustainable development which now demanded substantial follow-up.

3. As Committee members knew, deliberations on the post-2015 development agenda had begun with the establishment of the High-level Panel. That agenda should not be seen in isolation from the work of the United Nations for peace and security, human rights and the rule of law. All of those pursuits were interlinked and mutually reinforcing. Development strengthened peace, and peace strengthened development. And both were strengthened by the rule of law and respect for human rights.

4. The United Nations development system strove to respond to the needs and priorities of developing countries as owners and drivers of their own futures. The support and guidance of Member States were essential to their success. The Secretary-General and he were counting on the Second Committee to unite around a strong resolution which would help re-energize the United Nations development system and reaffirm its essential role.

5. The global development map had evolved significantly in recent years. Nearly half of the countries which were now categorized as middle-income countries had been part of the low-income category as recently as 1995. The nature of development challenges was also changing. More and more countries recognized that the world needed to do a better job of addressing interrelated social, economic and environmental problems. Since Rio, especially, sustainable development was front and centre, United Nations operational activities had to be brought into line with that new focus.

6. At the same time, the number of new actors in development cooperation was expanding. Development cooperation was no longer the exclusive domain of States or international organizations. The development community now relied on the contributions of the private sector, foundations, academia and civil society. The United Nations had to find even better ways of joining forces with those new partners.

7. The United Nations development system had to be strong and well-funded. It needed to better integrate its normative and operational arms so that the most could be made of its expertise and services. And it needed to strengthen collaboration both within the United Nations development system and with the growing number of partners who shared its goals for development. The international community should place the problems — the fate of human beings and the planet — in the centre and then mobilize its common resources and energy to effectively deal with those problems. It had a shared responsibility.

8. The quadrennial comprehensive policy review had the potential to significantly improve the way the United Nations system delivered. In the report before the Committee, the Secretary-General had identified

six main areas for strengthening its work during the current cycle.

9. First: adapting to change. The Secretary-General would actively engage with the United Nations Development Group agencies, funds and programmes and with Member States on an inclusive process to reposition the United Nations development system for the longer term.

10. Second: revitalizing the capacity-building roles of United Nations entities. The United Nations development system needed to redouble its efforts to build national capacities. Even in the most difficult of circumstances, there was more the United Nations and the wider international community could and should do.

11. Third: reinvigorating the normative role of United Nations entities. The United Nations system had to better integrate its work to set norms and standards, and to provide policy.

12. Fourth: reforming the funding system. Long-term funding trends for the United Nations development system had been positive, but since 2008 contributions had stagnated. Many challenges remained. Going back to 1995, almost all of the growth had been in highly fragmented non-core contributions. The burden was not shared evenly among donors. And resource flows remained unpredictable.

13. The Secretary-General's report had a number of recommendations to address those problems, including requesting that the funds and programmes defined a "critical mass" of core resources; exploring the feasibility of an alternative funding model, such as a voluntary indicative scale of contributions; and proposing a high-level policy dialogue in 2014 on funding for the United Nations development system. The fifth area the Secretary-General pointed to was enhancing system-wide coherence.

14. The United Nations development system had to improve its capacity to work as one. Valuable lessons had been learned from "Delivering as one" and from intergovernmental conferences held in the pilot countries. But the final destinations were still far off and more needed to be done in order to build on what had been learned. The Secretary-General had also recommended that a "One Results Report" be generated at the country level and that a system-wide evaluation mechanism should be established to better measure the impact of the work of the United Nations development system.

15. The sixth main area was increasing efficiency and lowering transaction costs. That was a goal that programme countries shared. Significant savings could be realized by delivering common services and harmonizing business practices and operations across the system. Those efforts should be accelerated so that the agencies, funds and programmes adopted unified rules, policies and procedures for common support services.

16. The Second Committee had an important and challenging task at hand. The quadrennial comprehensive policy review was a critical process for achieving results. He would even suggest that the acronym QCPR stood for Quite Critical Process for Results.

17. United Nations operational activities for development helped millions of poor people around the world. The United Nations development system owed them its best and most serious efforts. The Secretary-General and he, as well as United Nations colleagues, stood ready to support the Second Committee in every possible way. They looked to the General Assembly and the Second Committee to present a resolution that truly reflected current development problems and opportunities — and potential solutions.

18. **Mr. Zhou** Yiping (Director, Special Unit for South-South Cooperation of the United Nations Development Programme (UNDP)), introducing the report of the Secretary-General on the state of South-South cooperation (A/67/208), said that it contained five substantive sections, including an analysis of the emerging drivers of South-South cooperation, such as a growing middle class in developing countries, the new connectivity resulting from the spread of wireless networks in developing countries, an increasing emphasis on issues of common concern requiring a unified approach, intensified interregional economic integration and the emergence of a range of regional consultative processes.

19. In examining the report, the Second Committee would be well-served to cross-reference several other reports from the Secretary-General, in particular on the seventeenth session of the High-level Committee on South-South Cooperation (A/67/39) and the decisions contained therein. He hoped that the deliberations of

the Second Committee would take due note of their conclusions and recommendations.

20. **Mr. Djacta** (Algeria), speaking on behalf of the Group of 77 and China, said that the quadrennial comprehensive policy review should lead to an ambitious outcome that would determine a productive course for United Nations operational activities over the next four years. The review process should help developing countries to achieve the Millennium Development Goals (MDGs) and implement the outcomes of the United Nations Conference on Sustainable Development (Rio+20). It should not be superseded or pre-empted by any other parallel process. The universal, voluntary and grant nature, and neutrality and multilateralism of United Nations operational activities for development should be retained. Operational activities should be carried out for the benefit of recipient countries at their request and in accordance with their own policies and development priorities. He called for a strengthened global partnership for development based on the recognition of national ownership of development strategies, and for a stronger role for the United Nations on development issues.

21. The quality and quantity of development funding should be improved, especially since the imbalance between core and non-core resources had worsened. As non-core funding was unpredictable, increased transaction costs and encouraged inefficiency, incoherence and fragmentation, failure to address the issue risked impairing the effectiveness of United Nations operational activities.

22. Moreover, given the mandates of regional commissions in the outcomes of major United Nations conferences and summits, greater coherence at the regional level should be encouraged by strengthening existing United Nations regional mechanisms for horizontal coordination, and by ensuring vertical linkages between global, regional and national development and coordination architecture. Operational activities should promote national capacity-building and as part of that process, developing countries should have access to the full range of services in the United Nations development system, including the regional commissions.

23. The United Nations Development Assistance Framework (UNDAF) should, where it existed, serve as a flexible and overarching strategic framework for agency programming in order to further streamline programming instruments at the country level. Resident coordinators should carry out their duties in a fair and transparent manner and in coordination with national authorities. Innovative solutions should be explored in order to reduce excessive transaction costs for the United Nations development system, including through rationalized business practices and the use of lead agencies or common service to provide cost-effective administrative services.

24. The "Delivering as one" approach should be taken only in response to requests by interested countries and should ensure the necessary flexibility for those countries to either retain or revert to other modalities of cooperation. The Group likewise reiterated its call to continue taking concrete measures to mainstream support for South-South and triangular cooperation, and it looked forward to a quadrennial review resolution that would represent path-breaking legislation to guide the United Nations development system.

25. **Mr. Ashe** (Antigua and Barbuda), speaking on behalf of the Caribbean Community (CARICOM), said that CARICOM had frequently underscored the importance of providing adequate and predictable funding for the United Nations system, and in particular for its operational activities. Nevertheless, improvements had been negligible, engendering a host of limitations that had been exacerbated by a number of old and new challenges, most notably the protracted global and financial crises.

26. In that context, the quadrennial review should be viewed as an opportunity for Member States to engage in a thoughtful and constructive analysis of the governance, value, effectiveness and coherence of all United Nations operational activities in the field, as well as to set system-wide policy guidelines for the specialized agencies, funds and programmes. While there was no single approach to development, poverty eradication, economic growth and sustainable development should be the guiding principles for all operational activities.

27. The alarming imbalance between core and non-core funding had been strategically fashioned in order to suit donor countries at the expense of recipient countries. Despite the stated rationale for greater funding from non-core resources, it was fundamentally unpredictable and increased operational costs and

fragmentation. Righting that imbalance was critical in order to ensure an even-handed base of development assistance from the United Nations system and other sources that was both responsive to national priorities and free of conditionalities.

28. In addressing the development challenges of recipient countries, operational activities should take into account the need to encourage national capacity-building. The United Nations system should be instrumental in addressing long-term development challenges by ensuring the promotion and transfer of new technologies to developing countries, increasing system-wide capacity-building and enabling access to the full range of services available throughout the United Nations development system, including the regional commissions and their subregional offices.

29. Throughout the years of robust economic growth, official development assistance (ODA) levels had not met the targets to which donor countries had committed themselves. Given the current state of the global economy, ODA levels had experienced even greater setbacks, threatening basic but fundamental development goals. In that context, CARICOM wished to emphasize the importance of South-South cooperation for development that was integrated into the United Nations system, without sacrificing North-South cooperation.

30. **Mr. Errazuriz** (Chile), speaking on behalf of the Community of Latin American and Caribbean States (CELAC), said that CELAC reaffirmed the central role of the United Nations in the development agenda. In 2010 and 2011, contributions to United Nations operational activities totalled US$ 23 billion, representing both core and non-core resources. However, a detailed analysis of the structure of those contributions had given rise to serious concerns with respect to the predictability, coherence and multilateral management of the prevailing model. The main systemic challenge which should be addressed was the pronounced imbalance between core and non-core resources, which had grown so wide as to have decisively impacted the development agenda promoted by the United Nations. It was particularly damaging to the principle of universality and to intergovernmental governance, which should ideally form the basis for United Nations actions concerning its development pillar.

31. In 2011, core resources for development activities had totalled US$ 6.4 billion, while non-core resources had totalled US$ 16.6 billion, representing an unwelcome imbalance in favour of highly fragmented funding that diverted attention from the priorities set by programme countries. Among the multiple contributions that made up the bulk of non-core resources, single-donor and programme- and project-specific funding posed the greatest systemic and practical challenge to United Nations development activities because they were not necessarily aligned with the strategic plans agreed to in the intergovernmental process of each of the United Nations entities, were not subject to intergovernmental governance structures with respect to approval and control of each of the United Nations entities, and represented the majority of all non-core contributions to the system.

32. The quadrennial review should be a results-oriented process based on a management vision buttressed by the political will of all Member States. It must urgently address the imbalances between core and non-core resources, as well as the lack of institutional and intergovernmental governance for the majority of United Nations funds for operational activities for development, as represented by non-core resources. Lastly, it should serve the purpose of resolving important pending issues, such as the definition of critical mass and the harmonization of the cost recovery rate of non-core resources, which had remained unresolved for the past three years.

33. In conclusion, he stressed the importance of South-South cooperation but cautioned that it should not become a substitute for North-South cooperation.

34. **Mr. Le** Trung Hoai (Viet Nam), speaking on behalf of the Association of Southeast Asian Nations (ASEAN) said that ASEAN Member States had greatly benefited from, and highly appreciated, the assistance that had been provided to them by the United Nations. Development cooperation must be based upon the United Nations Charter, which stipulated that the key objectives of the Organization included international cooperation with a view to solving international problems of an economic, social, cultural or humanitarian character.

35. The quadrennial comprehensive policy review was key to initiating a dialogue on reforming governance within the United Nations development

framework and achieving more equitable geographical and gender-based representation. United Nations operational activities to promote development must remain voluntary, neutral, multilateral and flexible and must seek to promote development in accordance with countries' own development policies and priorities. ASEAN was highly concerned at the sharp decline in available resources for development activities and called upon donor countries to honour their financial commitments in that regard with a view, inter alia, to narrowing the enormous imbalance between core and non-core resources. The provision of stable and predictable funding would facilitate multi-year financing frameworks and other appropriate development modalities.

36. While priority should be accorded to States that were most in need, particularly least developed counties and landlocked developing countries, middle-income countries also required development assistance, as they faced their own particular challenges. ASEAN strongly supported efforts to reform the United Nations development system and Member States' ownership over operational activities for development was vital to that process. The United Nations should disseminate development success stories about the "Delivering as one" initiative. It was inappropriate to adopt a "one size fits all" approach; development initiatives needed to accommodate the specific characteristics and requirements of each particular country.

37. As developing countries shared many socioeconomic and geographical characteristics, the United Nations needed to more actively encourage South-South cooperation, which should complement, rather than substitute for, North-South cooperation and could facilitate expertise and resource-sharing at relatively low cost. ASEAN also urged development partners to scale up knowledge-sharing, technology transfer and peer learning.

38. **Mr. Americo Zampetti** (observer for the European Union), speaking also on behalf of the acceding country Croatia; the candidate countries Iceland, Montenegro, Serbia and the former Yugoslav Republic of Macedonia; the stabilization and association process countries Albania and Bosnia and Herzegovina; and, in addition, Georgia, Liechtenstein, the Republic of Moldova and Ukraine, said that the quadrennial comprehensive policy review should pay due regard to the need for delivery that was results-oriented, effective, coherent and addressed cross-cutting concerns, while meeting the legitimate and growing need for transparency and accountability. One of the significant institutional achievements since the triennial comprehensive policy review had been the establishment of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). It was vital that the United Nations system should address fully the issues of gender equality and women's empowerment in order to ensure that UN-Women's system-wide mandate was implemented.

39. The European Union and its member States were supportive of multilateral organizations that were efficient and effective, as evidenced by the fact that in 2010, it had collectively provided over 40 per cent of total core funding for United Nations development-related activities. It believed that all member States shared a common interest in ensuring adequate and predictable funding of the strategic plans they approved in the respective governing bodies of United Nations development agencies. To that end, it was important to engage in a more structured dialogue in the governing bodies on how that goal should be achieved.

40. On a related issue, the European Union and its member States felt strongly that core funding should not be used to subsidize earmarked funding. It hoped that the quadrennial review would address ways that the principle of full cost-recovery was adhered to throughout the United Nations system and encourage agencies to increase transparency on costs and instil a culture of cost and value awareness. The United Nations system should further strengthen and put in place robust results frameworks and results-based management systems in order to ensure that all funding was in line with those frameworks and the strategic plans agreed to by the governing bodies of United Nations development agencies.

41. Finally, the Delivering as one independent evaluation had shown that a more coherent United Nations approach at the country level had strengthened national ownership and leadership, allowing for a better alignment of national priorities, had reduced transaction costs for national Governments, and had contributed to improved coherence and effectiveness of United Nations activities at the country level. In that context, it was time that the United Nations system elaborated a new business model using standard operating procedures that would enable the effective

functioning of the "Delivering as one" principles on the ground. The quadrennial comprehensive policy review should incorporate those "Delivering as one" principles.

42. In conclusion, he stressed the importance of horizontal and vertical accountability between resident coordinators and country teams, the implementation of the management and accountability framework, the streamlining of mechanisms and further harmonization and simplification of business practices in order to eliminate bottlenecks.

43. **Mr. Versegi** (Australia), speaking on behalf of Canada, Australia and New Zealand (CANZ), said that within a changing development landscape, the United Nations system was uniquely placed to help meet the needs of developing countries through tailored support and capacity development. Nevertheless, while the United Nations had its particular strengths, it was far from perfect. Its various agencies needed to improve the performance of their development operations on the ground.

44. Several key elements contained in the Secretary-General's reports should be further expanded in the resolution. Canada, Australia and New Zealand (CANZ) believed that delivering relevant, effective and efficient support to achieve development results in programme countries was the fundamental impetus for the further reform of the United Nations system. Results should not be an isolated issue with their own section of the resolution but rather should be integrated throughout. The resolution should also include more on the "Delivering as one" approach, and it should not be mandatory for all programme countries to adopt it. However, when a country did choose to adopt the "Delivering as one" approach, the United Nations system should be flexible enough to respond immediately and to comply fully with that request.

45. He stressed the need to institute standard operating procedures, business practices and results and reporting frameworks that afforded the flexibility needed for United Nations funds, programmes and specialized agencies to work more coherently and effectively. The quadrennial review should also focus on bolstering the resident coordinator system, improving mutual accountability, ensuring effective gender and disability mainstreaming, and strengthening development and humanitarian operations in transition and crisis-affected countries. Most importantly, the Committee's deliberations on the item should be practical and constructive without engaging in circular policy debates that went beyond the scope of the resolution.

46. **Mr. Zinsou** (Benin) said that the least developed countries attached great importance to the quadrennial comprehensive policy review, and that the United Nations system should streamline its performance in order to better respond to the needs of developing countries and make headway on poverty eradication. At the same time, the United Nations Development Group should address the root causes of extreme poverty and hunger when designing its overall policy direction for development over the next four years through integrated, coordinated and coherent strategies at the national, intergovernmental and inter-agency levels.

47. His delegation was deeply concerned that despite the broadened and diversified resource base of the United Nations development system, core contributions had been declining while the imbalance between core and non-core resources had been growing. To reverse that imbalance, it would be important to analyse the lack of progress in developing and implementing the concept of a "critical mass" of core resources. He called on donor countries to substantially increase their voluntary, multi-year contributions to the core budgets of the United Nations development system.

48. The United Nations specialized agencies, funds, and programmes broaden their donor base and increase the number of donor countries and other partners making financial contributions to the implementation of their core mandates. Apart from traditional donors, the growing support being provided by developing countries in a position to do so was a welcome development. In that context, his delegation welcomed the strengthening of the United Nations Office for South-South Cooperation and supported the Secretary-General's proposals for funding its system-wide coordination, advocacy and mainstreaming activities.

49. The UNDP Administrator should also take measures to maintain the level of annual contributions allocated to the fixed line for South-South cooperation. The lessons learned from the implementation of UNDAFs and the experience gained from some 30 "Delivering as one" pilot countries should be exploited. Moreover, United Nations entities should ensure that existing accountability mechanisms on gender equality results and gender-related resource

allocation were effective, and should encourage country teams to use gender accountability mechanisms to improve their performance at the country level.

50. Benin welcomed the existence of a burden-sharing mechanism to spread coordination costs across relevant United Nations agencies, and believed that small agencies with limited capacities should be spared an inequitable financial burden. In line with the principles of equity and fairness, funding should reflect each agency's direct involvement based on the proportion of services used, and every effort should be made to realize cost savings and keep them in the countries in which they were achieved.

51. Member States and the United Nations system should also consistently support the promotion and transfer of new and emerging technologies to programme and developing countries in order to encourage enhanced capacity and human resource development. South-South and triangular cooperation should be strengthened and mainstreamed into regular country-level programming of operational activities. In conclusion, he said that the United Nations Development Group should take measures to simplify the UNDAF and agency-specific programming instruments, processes and reporting requirements in order to reduce the workload on national Governments and other partners and promote a better division of labour within the United Nations system at the country level.

52. **Mr. Maksimychev** (Russian Federation) said that the Committee's deliberations on the quadrennial comprehensive policy review should respect the universal, voluntary, and impartial nature of multilateral development cooperation. The negotiating process should be based on agreements reached in the General Assembly and the Economic and Social Council, in particular General Assembly resolution 62/208 on the triennial comprehensive policy review and resolution 64/289 on system-wide coherence.

53. As the Secretary-General had pointed out on numerous occasions, the development landscape had changed dramatically over the past 10 years. New centres of dynamic economic growth had emerged, while the number of institutional and non-governmental development partners had grown, notably private business. On the other hand, new challenges such as shrinking resources, global instability and energy insecurity were forcing countries to adjust their national development strategies. In that context, it was vital that multilateral cooperation should be flexible and address the concrete needs of programme countries.

54. Cost reductions and simplified, coherent agency rules and procedures would enhance the functioning of the United Nations development system. Programmes and funds should be able to preserve their mandates, organizational self-sufficiency, and the working methods of their intergovernmental governing bodies. An increase in core resources would strengthen the predictability, stability and adequacy of financing for operational activities. Lastly, South-South cooperation was growing rapidly within the framework of the comprehensive policy review. The United Nations system review should encourage that process even further through its specialized agencies and regional economic commissions.

55. **Mr. Pedersen** (Norway) said that, to remain a key agent for development, the United Nations must improve its efficiency and effectiveness by enhancing coordination and system-wide coherence. The quadrennial comprehensive policy review must be forward-looking, and must reflect the changes that had taken place in the development cooperation landscape. A strategic and results-oriented "One United Nations" initiative, with its positive impacts on cross-cutting issues, including gender equality, human rights and combating corruption, should be recognized as the main modality at country level. The pilot and self-starter countries had, moreover, clearly demonstrated their leadership and commitment in advancing United Nations reform.

56. The Committee needed to discuss how to ensure continued and sustainable financing for "Delivering as one" and a clearer strategic focus. United Nations leadership must be strengthened at the country level and, in particular, steps must be taken to enhance the authority of resident coordinators. Budgets should be results-oriented and each United Nations body should be held accountable for delivering results.

57. Donor policies must also be reviewed. Norway was particularly concerned that high levels of strictly earmarked non-core funding supported United Nations operational activities, increasing the fragmentation of the United Nations development system. Core funding would remain essential for operational activities.

Fragmentation of the United Nations system could not be overcome by adopting a bottom-up approach. Moreover, fair burden-sharing in the financing of United Nations operational activities was vital and emerging economies should contribute their fair share to financing United Nations development activities.

58. Gender equality and women's empowerment were important preconditions and drivers for sustainable development. Norway welcomed the system-wide action plan on gender equality and the empowerment of women that had been adopted by the Chief Executives Board for Coordination: for the first time, the United Nations had a set of common tools with which to measure progress in its gender-related work. Programme countries also valued a human-rights-based approach to development on the ground.

59. **Mr. Wennubst** (Switzerland) said that the quadrennial comprehensive policy review provided a timely opportunity to agree upon a strong and relevant document that was owned by Member States and universally recognized as the key guiding document for all United Nations operational activities to promote development. To ensure its success, the outcomes of the review must be both practical and sufficiently precise so that it was not open to misinterpretation and would allow stakeholders to eliminate unnecessary bureaucratic red tape.

60. A well-coordinated and organized system was preferable to an inefficient, fragmented one. Harmonizing and simplifying business practices and streamlining funding modalities were ways in which Member States could reach their shared objectives. However, changes at the country level would not be sufficient to address all concerns: guidance must also be provided to United Nations agencies' headquarters to help them move in the right direction.

61. The review would also enable stakeholders to re-evaluate how the United Nations operational system responded to complex challenges, such as those faced by countries in transition or emerging from crisis. That system must be made more intelligent, flexible, coherent and effective at supporting the poor and most vulnerable. To that end, his delegation would be pleased to help facilitate the negotiations, as it had in previous years.

62. **Ms. Orozco** (El Salvador) said that in efforts to respond effectively and consistently to the needs of developing countries, operational activities for development must maintain their universal and voluntary nature, their multilateralism and their neutrality. El Salvador strongly supported the quadrennial comprehensive policy review, which must achieve ambitious results. In that regard, best practices and cross-cutting issues must be afforded particular attention and a strong emphasis placed on supporting national efforts efficiently.

63. The United Nations should strengthen the role of resident coordinators, who required clearer mandates to enable them to carry out their duties more objectively. Better coordination of United Nations activities would strengthen national ownership and reduce costs for Member States.

64. The capacity of the multilateral system to provide flexible responses to the simultaneous needs of countries was being undermined by swiftly changing circumstances. In order to rise to that challenge, development activities must be allocated sufficient resources to maximize their impact on the ground and the imbalance between core and non-core resources must be addressed. United Nations specialized agencies should also take tangible steps to support South-South and triangular cooperation, which should remain complementary to, and not a substitute for, North-South cooperation and official development assistance. The United Nations funds and programmes must remain in middle-income countries — which stood to benefit from the Organization's expertise and technical knowledge — and play a stronger role in their development. El Salvador commended the United Nations "Delivering as one" initiative and was grateful for the assistance it had received to enable it to adopt that initiative as a "self-starter" country.

65. **Mr. Rahman** (Bangladesh) acknowledged that the United Nations had sometimes failed to deliver in previous development projects. It was hoped, however, that the quadrennial comprehensive policy review would make a discernable difference in the way in which programmes were implemented on the ground. For the United Nations to more effectively help developing countries achieve their development goals, a significant increase in resources was required. United Nations operational activities should remain voluntary and grant-based, rather than profit-driven like certain other international organizations, and should address Member States' needs on the basis of national ownership. In that regard, Bangladesh voiced its support for the Accra Agenda for Action. Operational

activities should be carried out for the benefit of recipient countries, at the request of those countries and in accordance with their own development policies and priorities; the United Nations and other stakeholders must refrain from adopting a "one size fits all" approach to development.

66. Bangladesh was dismayed at the chronic imbalance between core and non-core funding. Non-core resources were unpredictable and increased operational costs. Moreover, a shift from core to non-core funding led to fragmentation and impaired the effectiveness and efficiency of operational activities. That could be corrected if more donor countries that were not members of the Organization for Economic Cooperation and Development (OECD) and its Development Assistance Committee (DAC) became members of the United Nations funds and programmes. Bangladesh was also concerned that developing countries remained underrepresented at executive levels in United Nations bodies; an appointment system must be established that promoted inclusiveness and equitable geographical distribution among staff members at all professional grades.

67. To promote development, Bangladesh had established a number of public-private partnerships. However, such partnerships had often been unsuccessful because partners failed to uphold the principles of national ownership and leadership. The United Nations should engage in mediation in order to increase confidence and trust among development partners. Such mediation could, moreover, help to resolve core-funding issues and should be afforded due attention in the quadrennial comprehensive policy review. In conclusion, he urged the United Nations development system to support programmes by Member States, especially the least developed countries, to address contemporary issues, such as climate change and the food and energy crises.

68. **Mr. Farias** (Brazil) said that the United Nations specialized agencies, funds and programmes accounted for 63 per cent of all the activities carried out by the United Nations system. They cost more than four times the amount spent on activities such as standard-setting, policy and advocacy and almost three times as much as peacekeeping operations. To remain relevant, United Nations operational activities must be targeted where they were most needed, flexible so that they could be adapted to particular circumstances, and accountable to ensure that they remained in line with mandates agreed upon by Member States. Those activities also required adequate, predictable and non-earmarked funding so that a more appropriate balance could be struck between core and non-core resources and so that agencies, funds and programmes could more effectively meet the high expectations of the international community.

69. Member States had a collective responsibility to reform the governance of United Nations funds and programmes so as to promote more active engagement of developing countries and encourage programme countries to lead and exercise ownership, not only over individual projects, but over the management of the United Nations development system. In particular, Brazil believed that the selection process to fill key executive-level posts within the funds and programmes needed to be reviewed, and steps taken to reaffirm Member States' central role in overseeing United Nations bodies.

70. Brazil underscored the key role played by the resident coordinator system in coordinating United Nations activities at the country level. Member States must endeavour to strengthen that system and ensure its financial stability and independence. Alternative services of funding and the use of regular resources of the United Nations must be considered. Brazil was particularly concerned that, according to a report by the Joint Inspection Unit, most resident coordinators were nationals of developed countries, gender balance in appointments remained very poor, and only 33 per cent of coordinators had been recruited from outside the United Nations Development Programme (UNDP). The Unit had also concluded that stakeholders continued to question the impartiality of the resident coordinator system. Moreover, the role of UNDP as manager of that system, and of the United Nations Development Group in support of that system, had created the perception of a conflict of interest. To avoid politicization, the development role of resident coordinators must be preserved.

71. **Mr. Yaroshevich** (Belarus) said that the changing global development landscape represented both new challenges and new opportunities which called for strategic adaptability in the near-term. In that respect, the fundamental task of the quadrennial comprehensive policy review should be to elaborate a strategy to bring United Nations operational activities into line with the new global realities.

72. He wished in particular to stress several elements essential to that process, including ensuring the relevance and effectiveness of operational activities, the clear delineation of the principles undergirding operational activities, correcting the imbalance between core and non-core resources for operational activities through a consensus on the concept of a "critical mass" of core resources, and ensuring continued support from the United Nations system to low-income countries after they had graduated to middle-income status. Assistance to middle-income countries should likewise be premised on their eventual graduation to high-income status.

73. Finally, the review should strive to integrate the outcomes of the Rio+20 Conference into the United Nations agenda for the post-2015 period, with the inclusion of other parallel processes, in order to align United Nations operational activities with the national development goals of each country.

74. **Mr. Haniff** (Malaysia) said that his country welcomed the strong economic growth that had occurred across the global South, but was concerned that progress towards the achievement of the Millennium Development Goals remained uneven and, as a result, certain global South countries might fail to achieve those Goals by the 2015 deadline. Malaysia remained committed to supporting South-South cooperation, which was a key mechanism for promoting development, and commended the decisions adopted by the seventeenth session of the High-level Committee on South-South Cooperation, including its decision to upgrade the Special Unit on South-South Cooperation so that it would enjoy the status of a full United Nations Office.

75. One of the key elements that enhanced South-South cooperation was human capacity-building. In that connection, over 25,000 participants from 140 countries had directly benefited from the Malaysian Technical Cooperation Programme. Moreover, in collaboration with the United Nations Educational, Scientific and Cultural Organization (UNESCO), Malaysia was implementing a five-year South-South capacity-building programme, targeting least developed and small island developing States, to improve education and science. Malaysia has also initiated a capacity-building programme for Organization of Islamic Cooperation countries.

76. Malaysia did not wish to be viewed as an "emerging donor", but rather as a strong supporter of South-South Cooperation and of technical cooperation among developing countries, based on the principles of equality and mutual benefit. It also welcomed the growing importance of triangular cooperation, under which it had organized 16 short courses in 2012 alone.

77. **Mr. Laguna** (Mexico) said that United Nations operational activities for development must be more coherent so that they maximized the impact of the scarce resources made available to them by Member States. Fragmentation of United Nations resources should be avoided by setting priorities and clearly defining how development should be promoted in every region. The United Nations must ensure that it did not adopt parallel development agendas, that sustainability was integrated into development activities, and the role of the Economic and Social Council as coordinating entity was strengthened.

78. The quadrennial comprehensive policy review process must have clear aims and must contribute to the implementation of the recommendations contained in the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want" (General Assembly resolution 66/288, annex). It must also promote systemic coherence, strengthen sustainable development governance, and, in that regard, must review the intermediate role that the regional commissions played between the national and international levels.

79. Middle-income countries must be provided with adequate financing for development to enable them to address the challenges they faced, including structural weaknesses, inadequate innovation and low productivity. Decisions about providing cooperation to those countries should be based on integral human development indicators, and not only per capita income, which did not fully reflect the conditions experienced by people on the ground.

80. South-South cooperation must complement more traditional cooperation between developed and developing countries. Other novel approaches, including triangular cooperation, also needed to be considered in stakeholders' efforts to promote development.

81. **Ms. Nazaire** (Haiti) said that her country believed that fostering South-South cooperation could lead to economic growth that was more

environmentally sustainable and socially and culturally inclusive than traditional forms of cooperation. It could, moreover, help stakeholders enhance governance mechanisms. Although official development assistance had decreased as a result of the global economic and financial crises, South-South cooperation assistance had increased over the previous few years. In Haiti such cooperation had, inter alia, helped to generate renewable energy, fund social programmes to reduce poverty and child labour and deliver health services to remote areas of the country. Emerging economies had become the primary source of foreign direct investment in the country; inter alia, Haiti was benefiting from increased investment in the information technology sector and from outsourcing initiatives which, in the long-term, were expected to generate more than 100,000 jobs. South-South cooperation would become even more significant as the pace of globalization increased. Haiti was committed to deepening its partnerships with other developing countries. In that connection and in the light of its historic links with the African continent, it had requested to join the African Union as a full associate member. It hoped to engage in South-South cooperation with African countries.

82. South-South cooperation enhanced competition and market flexibility among countries of the South and, given those countries' socioeconomic similarities, facilitated the sharing of relevant skills and experiences. To further strengthen South-South and triangular cooperation, efforts needed to be exerted to promote transparency, reduce bureaucratic red tape and formulate an overall guiding framework. Examples of successful South-South and triangular cooperation endeavours should also be highlighted.

83. **Mr. Golitsyn** (Ukraine) said that his country aligned itself with the statement delivered by the European Union. Since the 2007 triennial comprehensive policy review, considerable progress had been made vis-à-vis enhancing the coherence and functioning of the United Nations system; the quadrennial comprehensive policy review was a valuable opportunity to take action to further the effectiveness and efficiency of United Nations operational activities for development. The "Delivering as one" initiative had demonstrated ways in which the United Nations should seek to support national development plans and priorities. United Nations operational activities provided key resources for developing countries and Ukraine commended the fact that overall funding for those activities had more than doubled in real terms between 1995 and 2010. In 2011, however, there had been a 2.7 per cent decline in official development assistance provided by OECD countries. Ukraine urged Member States to seek ways to address the growing imbalance between core and non-core funding, and to ensure that funding flows were stable, predictable and reliable.

84. Ukraine commended the steps that had been taken by United Nations bodies to promote women's empowerment, and the excellent coordination and collaboration between the Ukrainian Government and the United Nations country and regional team in the country. The United Nations Children's Fund (UNICEF) was carrying out vital work in Ukraine, particularly in relation to child health, combating HIV/AIDS and child protection and advocacy. Furthermore, the United Nations Population Fund (UNFPA) provided invaluable support to the Ukrainian authorities, inter alia, in the fields of reproductive health and gender equality, and in its efforts to implement the Madrid International Plan of Action on Ageing. The UNDP, UNICEF and UNFPA country programmes were fully aligned with Ukraine's national programmes and goals.

85. **Ms. Robl** (United States of America) said that United Nations development agencies should prioritize chronic poverty, focus particular efforts on removing long-term impediments to development and support policies and actions that promoted successful development. The United Nations needed to make strategic choices and reduce institutional fragmentation. Efforts must also be made to strengthen the resident coordinator system, simplify United Nations Development Assistance Frameworks (UNDAFs), rationalize and harmonize United Nations business practices, and explore innovative operational mechanisms to promote coherence and efficiency and maximize impacts.

86. Although the "Delivering as one" initiative had made some progress, an independent evaluation had indicated how much more needed to be done. Efforts must be made to dismantle parallel practices within the United Nations system and expand the scope of South-South and triangular cooperation. Major gains and rapid innovation could be achieved when partnerships were established between Governments, the private sector and civil society with a view to achieving

common goals. Despite the success of many United Nations initiatives to promote development, there had been a notable lack of progress in gender mainstreaming and no United Nations country team was on track to meet its gender mainstreaming targets. The United States of America looked forward to engaging in an in-depth dialogue on how to move forward in that critical area.

87. The United States welcomed the decision taken by United Nations bodies to adopt practices that enhanced transparency, particularly the public disclosure of audits. There was still substantial scope to improve results-based management, sharpen tools for monitoring and evaluation, and strengthen accountability. The United Nations should focus more consistently on outcomes rather than outputs and should strive to provide more compatible data to facilitate analysis. It should also promote system-wide comparability of reporting to enable its agencies, and Member States, to make informed decisions on priorities and performance. United Nations agencies were, moreover, urged to make optimal use of the resources available to them, including by improving the overall efficiency of business operations. Her delegation hoped that the quadrennial comprehensive policy review would be flexible enough to take into account development objectives that had not yet been fully elaborated.

88. **Mr. O'Brien** (India) said that for the United Nations development system to succeed at the global level, it needed to be firmly rooted in its core focus area, namely promoting development, with poverty eradication at the heart of the Organization's operational activities to achieve that objective. At the same time, the United Nations must strive to ensure environmental sustainability. The United Nations system needed to be flexible so that it could respond and adapt to the evolving environment and expectations of individual countries, and its activities needed to be harmonized with the budgetary and planning cycles of recipient Governments. In that connection, it was vital that the quadrennial comprehensive policy review upheld the principle of "no one size fits all".

89. For many developing countries, limited financial resources, the economic slowdown and increased programming requirements meant that achieving the Millennium Development Goals remained a formidable challenge. Efforts must therefore be made to increase official development assistance, promote investment and trade that was pro-development, facilitate developing countries' access to advanced technologies and draw up innovative mechanisms to secure reliable financing for development, including commitments by donors to scale up the financial assistance they provided over a five-year period.

90. Efforts by donors to attach conditions to the disbursement of aid had a considerable negative impact on recipient countries: United Nations operational activities for development should feed into national development plans and avoid such conditionality. National ownership and leadership, and deference to national development priorities, must remain the pivots around which the Organization's development activities were formulated and implemented. The United Nations should also focus greater efforts on promoting South-South cooperation. Such cooperation could complement, but could not, and must not, substitute or dilute Member States' obligations to support North-South cooperation. To be successful, South-South development projects must remain flexible and adaptable, and must not be subject to rigid rules or policy prescriptions.

91. Because of its size and diversity, India had gained extensive experience in nation-building and sought to share its knowledge in that area with countries from the South that were on similar socioeconomic development trajectories. It was also working closely with Brazil and South Africa on South-South cooperation initiatives. India welcomed the decision to upgrade the status of the United Nations Special Unit for South-South Cooperation. As for the need to strengthen institutional capacity-building and knowledge-sharing networks in developing countries, he noted that many of those countries could achieve much more in that area if additional financing and technology were made available to them by industrialized countries.

92. **Mr. Yamazaki** (Japan) said that the ultimate goal of United Nations operational activities was to deliver assistance to people and communities in need. To help realize that goal, adopting an approach that drew upon General Assembly resolution 66/290 on human security could promote capacity-building and empower people and communities. Tangible progress was being achieved in "Delivering as one" pilot and self-starter countries and the resident coordinator system was one of the key mechanisms for realizing the goals of the "One United Nations" initiative at the country level. In

that connection, Japan fully supported the recommendation made in the Secretary-General's report (A/67/320-E/2012/89) that the authority of the Resident Coordinator should be further strengthened.

93. While acknowledging the importance of increasing non-earmarked funding for operational activities, he said that the advantages of earmarked funding should not be underestimated. In discussions pertaining to the balance between core and non-core resources, it was important to consider the functions and impact of non-core resources on the ground, rather than merely considering aggregate figures and statistics. Japan sought to ensure that its single-donor programmes and project-specific contributions were aligned to the priorities and addressed the specific needs of each programme country.

94. Japan fully supported the view, expressed by the Secretary-General in his report, that the time had come for the Organization to transform South-South and triangular cooperation from an issue of special attention into a regular programming modality in programme countries. Japan hoped that the recently upgraded United Nations Office for South-South Cooperation would provide additional impetus to that process.

95. **Ms. Miranda** (Peru) said that her country was concerned at the continued existence of parallel development agendas and urged the Committee to ensure that all efforts and initiatives within the Organization were based on a single development agenda as reflected in the quadrennial comprehensive policy review.

96. The chronic imbalance between core and non-core resources available for United Nations operational activities had led to fragmentation and increased transaction costs. That imbalance should be addressed as a matter of urgency in order to increase the effectiveness and efficiency of operational activities in developing countries. The United Nations must adopt a holistic approach to development, based on South-South and triangular cooperation as outlined in the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries and the Nairobi Outcome Document. South-South cooperation reinforced the principles of solidarity and respect for national sovereignty, sought to address beneficiary countries' national priorities and promoted national empowerment. It should, moreover, complement rather than replace North-South cooperation or traditional official development assistance. Peru believed that middle-income countries could act as catalysts to promote South-South cooperation although their ability to do so was often limited because they continued to face challenges in such areas as poverty, inequality and climate change. The United Nations, through its funds, agencies and programmes, must also continue its support for triangular cooperation within the framework of the quadrennial comprehensive review process and, in that regard, should adopt measures to strengthen the role of the United Nations Office for South-South Cooperation.

97. It would also be important to reconfigure institutional arrangements in support of South-South cooperation, as recommended by the Joint Inspection Unit.

The meeting rose at 1.05 p.m.